



**The Meeting Transcript of
The Los Angeles County Board of Supervisors**

1 FOUNDING AND DEVELOP: THANK YOU VERY MUCH. I AM AVAILABLE TO
2 ANSWER ANY QUESTIONS THAT YOU MAY HAVE.

3

4 **SUP. KNABE, CHAIRMAN:** SUPERVISOR MOLINA.

5

6 **SUP. MOLINA:** MR. CHAIRMAN, I ASK YOU FOR SUPPORT. THIS IS THE
7 FIRST STEP. MANY OF THESE ITEMS WILL BE COMING BACK ON A
8 REGULAR BASIS TO GET YOU THE UPDATES BUT IT IS A GREAT
9 OPPORTUNITY COLLECTIVELY.

10

11 **SUP. KNABE, CHAIRMAN:** OKAY. THE ITEM IS BEFORE US. ANY
12 OBJECTIONS? SO ORDERED. THANK YOU. I HAVE A SET ITEM AT 11
13 O'CLOCK. WE WILL PROCEED WITH THAT. S-1. OKAY. ALL YOURS.

14

15 **PHILIP BROWNING:** THANK YOU, CHAIR. I'M HOPEFUL YOU WILL BE
16 ABLE TO SEE THIS IN JUST A SECOND HERE. I'M NOT SURE IF YOU
17 HAVE HARD COPIES. BUT I DO THINK THE PROJECTOR MAY BE HAVING A
18 FIVE-SECOND DELAY HERE. WHAT WE'RE HERE TODAY TO TALK ABOUT IS
19 THE PROGRESS THAT'S BEEN MADE ON THE STRATEGIC PLAN FOR THE
20 DEPARTMENT OF CHILDREN AND FAMILY SERVICES. I'M PHILIP
21 BROWNING. I'M JOINED BY FESIA DAVENPORT THE CHIEF DEPUTY. I
22 THINK YOU KNOW THAT THIS WAS THE FIRST STRATEGIC PLAN THAT THE
23 DEPARTMENT HAD HAD IN ABOUT TEN YEARS AND WHAT WE'VE DONE OVER
24 THE PAST FEW PRIOR SESSIONS IS GET INTO A NUMBER OF DIFFERENT
25 AREAS. WE'VE TRIED TO CONCENTRATE THIS TODAY TO TALK ABOUT



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1 SOME THINGS THAT I THINK; YOU'RE INTERESTED IN, PARTICULARLY
2 IN TERMS OF IMPROVING SAFETY, THAT AS YOU KNOW IS ONE OF THE
3 CORNER STONES OF THE DEPARTMENT THAT IS SOMETHING THAT WE SEE
4 AS JOB ONE AND WE'RE CERTAINLY TRYING TO MAKE THAT KNOWN TO
5 ALL OF THE WORKERS. AND A COUPLE OF THE THINGS THAT I THINK
6 ARE IMPORTANT IN MOVING IN THAT DIRECTION IS TO REDUCE
7 CASELOADS. THAT, WE THINK, AND WE HAVE ANOTHER SLIDE THAT IS
8 REALLY CRITICAL SO THAT CHILDREN WILL HAVE AN OPPORTUNITY TO
9 HAVE MORE TIME WITH THE SOCIAL WORKERS. SO REDUCING CASELOADS
10 IS CRITICAL. I THINK ONE OF THE SECONDARY THINGS, WHICH IS
11 ALMOST AS IMPORTANT, IS TO IMPROVE AND ENHANCE TRAINING.
12 FRANKLY, STAFF ARE OUR MOST IMPORTANT RESOURCE. IT'S LIKE A
13 FOOTBALL TEAM OR THE MILITARY. YOU CAN'T HAVE JUST TECHNOLOGY
14 OR AIRPLANES, YOU'VE GOT TO HAVE INDIVIDUALS WHO CARRY OUT THE
15 DAILY WORK. SO HAVING A TRAINED WORKFORCE IS CRITICAL. I THINK
16 THERE IS AN ANCILLARY ITEM THAT WE WANT TO TALK WITH YOU A
17 LITTLE BIT ABOUT HERE IS A FRONT-END REDESIGN, WHICH IS THE
18 HOTLINE. I THINK YOU'RE FAMILIAR WITH OUR HOTLINE THAT
19 OPERATES 24/7. AND WE'LL GET INTO A LITTLE MORE DETAIL. WE'RE
20 TAKING ABOUT 200,000 CALLS A YEAR, AND THAT'S ONE OF THE AREAS
21 THAT WE'RE CONCENTRATING ON TO ACTUALLY TRY TO INSURE THAT WE
22 ONLY GO OUT ON THE CASES THAT ARE MOST APPROPRIATE. I HAVE A
23 LITTLE BIT OF INFORMATION HERE THAT I WANT TO JUST SHARE WITH
24 YOU. I KNOW THAT IN THE PAST, THERE HAVE BEEN SOME QUESTIONS
25 ABOUT HOW MANY CHILDREN ARE BEING SERVED AND WHERE THEY'RE



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1 BEING SERVED. SO I THINK THIS IS THE DESCRIPTION OF THE
2 CHILDREN AND WHERE THEY ARE ACTUALLY PLACED. SO WE HAVE A
3 LITTLE LESS THAN 37,000 CHILDREN THAT ARE UNDER THE
4 RESPONSIBILITY OF THE DEPARTMENT OF CHILDREN AND FAMILY
5 SERVICES. THE VAST MAJORITY OF THOSE, 76 PERCENT, ARE NOT IN
6 OUT-OF-HOME CARE. WE HAVE ABOUT 43 PERCENT OF THOSE THAT ARE
7 IN THE HOME OF THE PARENT, 25 PERCENT THAT ARE WITH RELATIVES.
8 AND WE HAVE RELATIVELY SMALL NUMBER THAT ARE IN PRE-ADOPTIVE
9 OR LEGAL GUARDIANSHIP. I THINK OFTENTIMES THE PUBLIC BELIEVES
10 THAT ALL OF THE CHILDREN WE HAVE RESPONSIBILITY FOR ARE IN
11 OUT-OF-HOME CARE. BUT ACTUALLY THAT'S NOT THE CASE. SO IF YOU
12 LOOK AT THAT BOTTOM PART OF THE SLIDE, YOU'LL SEE THAT WE HAVE
13 ABOUT 1,600 IN FOSTER FAMILY HOMES, STATE LICENSED. WE DON'T
14 HAVE AN AWFUL LOT OF CONTROL OVER THE STATE LICENSING,
15 ALTHOUGH WE DO HAVE GET THEM LICENSED. WE HAVE ABOUT 5,000 IN
16 F.F.A.S AND WE HAVE ABOUT 1,000 IN GROUP HOMES. AND WE'VE HAD
17 A SIGNIFICANT REDUCTION IN THE NUMBER OF CHILDREN OVER THE
18 PAST COUPLE OF YEARS WHO HAVE ACTUALLY BEEN PLACED IN GROUP
19 HOMES THAT ARE UNDER AGE 12. WE REALLY HAD AN INITIATIVE AND I
20 THINK WE HAD A COUPLE HUNDRED TWO YEARS AGO. WE'VE REALLY
21 DROPPED THAT NUMBER DOWN TO LESS THAN 100. AND I THINK THE
22 DEPARTMENT AND THE PROVIDERS GET A LOT OF CREDIT FOR THAT. WE
23 DO HAVE A NUMBER OF INDIVIDUALS WHO ARE, AS YOU WELL KNOW,
24 THAT ARE UNDER THE A.B.12 LEGISLATION THAT GOT PASSED A COUPLE
25 YEARS AGO THAT ARE TURNING 18. AND THEY ARE CONTINUING TO STAY



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1 WITH US. SO WE HAVE ABOUT 2,400 OF THOSE INDIVIDUALS THAT ARE
2 STAYING WITHIN OUR CARE. THERE ARE ABOUT 585 THAT ARE IN
3 SUPERVISED, INDEPENDENT LIVING PLACEMENT. AND SO THAT'S WHY
4 THAT'S HIGHLIGHTED. SO THAT JUST GIVES YOU A LITTLE BIT OF A
5 DESCRIPTION OF THE POPULATION OF THE INDIVIDUALS THAT WE'RE
6 DEALING WITH BASED ON THE NOVEMBER 2013 CENSUS. ONE OF THE
7 MOST CRITICAL THINGS THAT WORKERS WILL TELL YOU AND I'M SURE
8 YOU'RE AWARE IS THAT THEY NEED MORE SUPPORT AND THEY NEED
9 ASSISTANCE IN HAVING MORE INDIVIDUALS THAT WILL CARRY
10 CASELOADS. SO HERE IS A PLAN THAT WE'VE WORKED OUT. AND THIS
11 IS AN ILLUSTRATION TO SHOW HOW MANY CONTINUING SERVICE WORKERS
12 -- SOME OF YOU PROBABLY KNOW THAT WE HAVE A NUMBER OF
13 DIFFERENT TYPES OF SOCIAL WORKERS. SOME OF THEM ARE IN
14 ADOPTION. SOME OF THEM ARE IN THE EMERGENCY RESPONSE. SOME OF
15 THEM ARE IN WHAT WE CALL CONTINUING SERVICE. AND THERE WAS A
16 STRIKE NOT TOO LONG AGO, AS YOU'RE FAMILIAR WITH. AND THAT
17 ACTION WAS PRIMARILY IN RESPONSE TO A REQUEST THAT WE HAVE
18 MORE CONTINUING SERVICE WORKERS. AND SO THIS IS THE PLAN THAT
19 WAS PUT TOGETHER TO INDICATE THE NUMBER OF NEW SOCIAL WORKERS
20 THAT WILL BE COMING INTO THE DEPARTMENT AND HOW THAT WILL
21 REDUCE THE CASELOAD FOR EACH ONE OF THOSE WORKERS. SO YOU CAN
22 SEE WE'RE STARTING OUT AS WE SPEAK TODAY WITH ABOUT AN AVERAGE
23 CASELOAD FOR CONTINUING SERVICE ABOUT 31. OVER A PERIOD OF
24 TIME, THAT WILL DROP DOWN TO THE MID TO LOW 20S. IF YOU LOOK
25 AT THE RIGHT-HAND SIDE, YOU'LL SEE THAT THE HIRING GOAL IS 450



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1 NEW WORKERS, WHICH IS A PRETTY AGGRESSIVE GOAL. AND WE'VE
2 HIRED 121. WE'VE MADE CONDITIONAL OFFERS TO 161. AND I DO
3 THINK THAT WE'RE GOING THROUGH A FAIRLY RIGOROUS PROCESS TO
4 ENSURE THAT THE WORKERS WE GET WILL BE TOP QUALITY. SO WE WANT
5 TO MAKE SURE THAT WE VET THEM WELL. THERE IS AN INTERVIEW
6 PROCESS THAT'S FACE-TO-FACE INTERVIEW. THEY HAVE TO TAKE A
7 TEST. THEY HAVE A FACE-TO-FACE INTERVIEW. THEY HAVE LIVE SCAN.
8 THEY HAVE A MEDICAL EXAM. AND THEY HAVE A PSYCHOLOGICAL EXAM.
9 AND THOSE ARE CRITICAL ASPECTS OF THE RECRUITMENT PROCESS TO
10 MAKE SURE THAT WE HAVE A WORKFORCE THAT REALLY WILL DO, I
11 THINK, FIVE YEARS FROM NOW WHAT WE REALLY WANT. I CONTINUE TO
12 SEE SITUATIONS WHICH COME TO MY ATTENTION WHERE DISCIPLINARY
13 ACTION IS BEING TAKEN ON AN INDIVIDUAL WHICH PROBABLY SHOULD
14 NOT HAVE COME INTO THE DEPARTMENT SOME YEARS AGO. SO WE'RE
15 REALLY TRYING TO ENSURE THAT WE GET THE BEST AND THE
16 BRIGHTEST. AND WE ALSO TRY TO RECRUIT AT A LEVEL OF A MASTER'S
17 DEGREE. THAT'S WHAT WE'D LIKE TO GET. WE'RE TRYING SOME THINGS
18 DIFFERENT IN TERMS OF TARGETING, PARTICULARLY IN THE ANTELOPE
19 VALLEY. WE'RE TRYING TO GET PEOPLE WHO ACTUALLY LIVE IN THAT
20 ARE TO APPLY FOR THE JOBS SO THAT WE CAN ENSURE THAT THEY STAY
21 AS CLOSE TO THEIR HOME AS POSSIBLE BECAUSE THAT'S A CHALLENGE
22 FOR US. IF WE HAVE SOMEONE NEW COMING INTO THE DEPARTMENT, WE
23 DON'T WANT THEM TO HAVE TO DRIVE 100 MILES EVERY DAY IF WE CAN
24 PREVENT THAT. AS I MENTIONED EARLIER, TRAINING IS ONE OF THE
25 MOST IMPORTANT THINGS, NOT ONLY GETTING IN STAFF THAT ARE



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1 CRITICAL, BUT TRAINING THEM. SO WE'VE TALKED BEFORE THAT WE
2 WORKED A NEW RELATIONSHIP WITH THE SIX SCHOOLS OF SOCIAL WORK.
3 AND ONE OF THE THINGS THAT IS SO CRITICAL IS THE SIMULATION
4 LABS. AND SO THAT DESCRIBES WHAT THE WORKERS WOULD ACTUALLY BE
5 DOING. THEY GET IMMEDIATE FEEDBACK, ACTIVE PARTICIPATION. IT'S
6 IN A CONTROLLED SAFE ENVIRONMENT. AND I THINK WE HAVE NEXT A
7 DESCRIPTION OF THE PROCESS THAT I THINK WILL BE INTERESTING.
8 WE'VE HAD A NUMBER OF NEWS MEDIA AND COLLEGES WANTING TO COME
9 SEE THIS.

10

11 **SPEAKER (ON VIDEO):** WELCOME TO ONE OF THE D.C.F.S. SIMULATION
12 SPACES. WE INTRODUCED THIS IN THE SUMMER OF 2013. WHY
13 SIMULATIONS WERE INTRODUCED? SIMPLE. MOST PEOPLE RETAINED FIVE
14 TO TEN PERCENT OF WHAT THEY LEARNED THROUGH READING AND IN
15 LECTURE. THE NUMBER INCREASES DRAMATICALLY TO 80 AND 90
16 PERCENT DURING SIMULATIONS (KNOCK ON DOOR).

17

18 **SPEAKER:** HI.

19

20 **SPEAKER:** MY NAME IS HANNA. I'M FROM THE DEPARTMENT OF CHILDREN
21 AND FAMILY SERVICES.

22

23 **SPEAKER:** HI, MR. JOHNSON. I'M ERICA SMITH. NICE TO MEET YOU.
24 SO WE GOT SOME INFORMATION REGARDING THE CARE OF YOUR



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1 CHILDREN. AND I WANTED TO KNOW IF I COULD COME IN AND SHARE
2 THE INFORMATION WITH YOU.

3

4 **SPEAKER:** OH THEY'RE NOT HOME RIGHT NOW.

5

6 **SPEAKER:** I KNOW THEY'RE NOT HOME RIGHT NOW, BUT THE
7 INFORMATION IS IMPORTANT TO BOTH YOU AND YOUR CHILDREN. AND IT
8 IS ABOUT YOU, SO I WAS WONDERING IF I COULD COME IN AND WE CAN
9 DISCUSS IT.

10

11 **SPEAKER:** WHAT ABOUT YOUR DAUGHTER?

12

13 **SPEAKER:** SHE'S GOOD.

14

15 **SPEAKER:** AND WHAT ABOUT HER WEIGHT? DO YOU KNOW HOW MUCH --
16 SHE'S 2 RIGHT?

17

18 **SPEAKER:** YEAH.

19

20 **SPEAKER:** DO YOU KNOW HOW MUCH A 2 YEAR OLD IS SUPPOSED TO
21 WEIGH AND WHAT HER WEIGHT IS?

22

23 **SPEAKER:** ACCORDING TO WHAT?

24

25 **SPEAKER:** ACCORDING TO HEALTHY CHILD.



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1

2 **SPEAKER:** SHE'S HEALTHY.

3

4 **SPEAKER:** AND WHAT DOCTORS THINK A CHILD SHOULD WEIGH AT THE
5 AGE OF 2.

6

7 **SPEAKER:** OH, NO, I DON'T KNOW.

8

9 **SPEAKER:** SO IS THAT SOMETHING THAT YOUR WIFE MAY KNOW?

10

11 **SPEAKER:** YEAH, YEAH.

12

13 **SPEAKER:** OKAY. SO WE'LL MAKE SURE TO MAKE A NOTE OF THAT TO
14 ASK HER.

15

16 **SPEAKER:** I'M NOT THE WIFE.

17

18 **SPEAKER:** IN SIMULATION TRAINING, CONTENT THROUGH TRADITIONAL
19 LECTURE TYPE FORMAT IS DE-EMPHASIZED. PARTICIPANTS HAVE AN
20 OPPORTUNITY TO PRACTICE THEIR SKILLS THROUGH THE USE OF
21 EXEMPLARS FROM REAL LIFE CASES IN A CONTROLLED, SAFE AND
22 REALISTIC ENVIRONMENT. THE D.C.F.S. SIMULATION TRAINING ALLOWS
23 VARIOUS TYPES OF PRACTICAL SKILLS TO BE ACQUIRED AND APPLIED.
24 LEARNING IS REINFORCED THROUGH THE REPETITIVE PROFESSIONAL



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1 SKILL PRACTICE, PEER PARTICIPANT OBSERVATION, AND IMMEDIATE
2 FACILITATOR FEEDBACK.

3

4 **SPEAKER:** I KNOW IN DOING THE SIMULATIONS MYSELF, I'VE MADE
5 MISTAKES. AND I TAKE THAT FEEDBACK THAT I GET HERE AND I USE
6 IT IN THE FIELD. SO THAT'S DEFINITELY BEEN HELPFUL.

7

8 **SPEAKER:** I THINK THE BEST PART ABOUT IT WAS JUST GETTING TO
9 WATCH OTHER SIMULATIONS AND THEN PICKING UP IDEAS AS THEY GO.
10 WHEN I AM PUT IN DIFFERENT SCENARIOS, I DIDN'T EVEN THINK
11 ABOUT TALKING TO A CLIENT ABOUT THAT OR ASKING IT IN A CERTAIN
12 WAY SO BY JUST WATCHING OTHER PEOPLE THE SIMULATIONS AND THEN
13 TAKING IT OUT WHEN YOU GO OUT AND SEE CLIENTS, I THINK THAT
14 REALLY HELPED A LOT.

15

16 **SPEAKER:** I'M NOT REALLY SCARED OF MESSING UP BECAUSE I KNOW
17 IT'S A LEARNING ENVIRONMENT. AND I DON'T KNOW IT. I'M
18 LEARNING. SO IF I'M MESSING UP, THAT'S HOW I'M GOING TO LEARN.
19 ONE SIMULATION I HAD, I ASKED IF I CAN OPEN THE FRIDGE. AND I
20 OPENED IT MYSELF. SO ONE OF THE FEEDBACK WAS LIKE NOT TO DO
21 THAT. LIKE WAIT FOR THE CLIENTS TO OPEN THE FRIDGE AND STUFF
22 LIKE THAT. LIKE IF YOU'RE GOING TO WALK INTO A ROOM FOR THEM
23 TO DIRECT YOU INTO THE ROOM. I GUESS IT SOUNDS MORE LIKE
24 RESPECT TOWARDS THE CLIENT. WE'RE NOT GOING TO WALK IN THERE



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1 LIKE "OH, THIS IS MY HOUSE." WITH AUTHORITY. BUT BEING HUMBLE
2 ABOUT IT. AND HAVING THEM DIRECT YOU.

3

4 **SPEAKER:** WELL LAST WEEK I WENT INTO A FAMILY'S HOME AND I
5 REALLY HONED IN ON THE FACT THAT CHILDREN, INTERVIEWING THE
6 KIDS AND REALLY GIVING THEM THAT TIME AND GETTING TO THAT
7 LEVEL. AND SO THE LAST SIMULATION THAT WE HAD WAS ONE OF THEM
8 WAS INTERVIEWING MONICA, A FICTITIOUS CLIENT. SO IT REALLY
9 JUST REMINDED ME TO JUST BE THERE AND BEING AT THE LEVEL, AND
10 KNOWING HOW TO ANSWER THE QUESTIONS AND HOW TO ELICIT
11 INFORMATION FROM THE YOUNG CHILDREN THAT WE WORK WITH.

12

13 **SPEAKER:** I THINK IT BEHOOVES US AS NEW SOCIAL WORKERS TO BE
14 ABLE TO HAVE AN OUTLET PLACED SUCH AS THIS ONE THAT WE HAVE
15 HERE, WHICH IS A VERY NEAT SETUP. IT'S KIND OF A SOCIAL WORK
16 LABORATORY THAT WE HAVE HERE THAT HAS ENABLED US TO REALLY
17 PRACTICE THE SKILLSET THAT WE'VE BEEN TAUGHT HERE IN TRAINING.
18 SO YOU HAVE THIS TANGIBLE, CONCRETE TOOL NOW THAT WE CARRY
19 WITH US AFTER WE'VE GONE THROUGH THESE SIMULATIONS. SO I
20 ACTUALLY THINK THEY ARE EXTREMELY BENEFICIAL. AND TO DATE
21 WE'VE HAD TWO AND MAYBE TODAY A QUARTER OF THE SIMULATIONS. I
22 WOULD APPRECIATE EVEN MORE AND I ALSO APPRECIATE THE
23 COLLABORATION THAT EXISTS BETWEEN LAW ENFORCEMENT AND D.C.F.S.
24 PERSONNEL WHICH THEY GIVE US THE INPUT, IMMEDIATE INPUT AS TO
25 THE WE'RE DOING THE SIMULATIONS OR EVEN AFTER. SO IT'S BEEN A



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1 TREMENDOUS HELP. AND I CAN'T SAY ENOUGH HOW IT'S HELPED ME IN
2 THE FIELD.

3

4 **PHILIP BROWNING:** SO I THINK YOU GET A LITTLE FLAVOR OF THE
5 INTEREST FROM THE NEW WORKERS. WE ARE PARTNERING WITH LAW
6 ENFORCEMENT. THEY HAVE CONSULTANTS THAT ARE ASSISTING. I DO
7 THINK THAT THAT'S CRITICAL. THE WORKERS WILL ASSUME A
8 CASELOAD, A FULL CASELOAD AFTER ABOUT SIX MONTHS. THEY GET A
9 PARTIAL CASELOAD PRETTY QUICKLY. THIS GOES FROM AN EIGHT-WEEK
10 POWERPOINT SIT-DOWN CLASSROOM TRAINING TO A 52-WEEK RESIDENCY
11 CONCEPT. SO I DO THINK THAT THIS PROCESS WILL PRODUCE RESULTS
12 THAT WILL BE DRAMATIC IN THE FUTURE. WE HAVE SUPERVISOR
13 TRAINING THAT WILL BE STARTING LATER THIS YEAR. OUR FIRST
14 EFFORT WAS ON THE NEW SOCIAL WORKERS THAT ARE COMING IN. THE
15 NEXT THING THAT I WANTED TO MENTION WAS THE FRONT END
16 REDESIGN. I THINK YOU'RE AWARE THAT WE DID A REORGANIZATION
17 SOMETIME BACK WHERE WE SPLIT EMERGENCY RESPONSE AND THE
18 CONTINUING SERVICES. SO THERE'S THE SPECIALIZATION THERE THAT
19 ALL THE MANAGERS HAD TO APPLY, ALL THE EXECUTIVE STAFF HAD TO
20 RE-APPLY FOR THEIR JOBS. AND IN MANY CASES, THE REGIONAL
21 MANAGERS GOT NEW PHYSICAL LOCATIONS OR NEW FUNCTIONAL
22 ASSIGNMENTS. BUT IN TERMS OF THE FRONT END REDESIGN, WE'RE
23 TALKING ABOUT PARTICULARLY THE HOTLINE WHERE WE GET THOUSANDS
24 OF CALLS A DAY. AND ONE OF THE THINGS THAT'S IMPORTANT IS TO
25 ENSURE THAT WE TRIAGE THOSE IN THE BEST MANNER POSSIBLE. AND



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1 THAT'S A UNIQUE FUNCTION THAT I THINK WE'VE BEEN WORKING ON TO
2 TRY TO MAKE SURE THAT OUT OF THOSE 200,000 CALLS A YEAR, THAT
3 WE DON'T SEND STAFF OUT WHEN THEY REALLY AREN'T NEEDED. SO
4 WE'RE GOING THROUGH A PROCESS USING BUSINESS PROCESS RE-
5 ENGINEERING TO TAKE THE TASK FROM THE TIME THE PHONE CALL
6 ENTERS THE OFFICE, HITS THE SOCIAL WORKER'S PHONE TO THE TIME
7 THE CASE IS NO LONGER AN ACTIVE D.C.F.S. CASE. SO WE'RE REALLY
8 TRYING TO REDIRECT CALLS THAT AREN'T CRITICAL BUT PUT EMPHASIS
9 ON THOSE CALLS THAT ARE CRITICAL. SO YOU'LL SEE THERE THAT WE
10 HAVE THIS PROCESS. WE HAVE AN ESTIMATED TARGET DATE THERE OF
11 MARCH 2014. WE'RE HOPING TO HAVE A NEW ANALYTICAL TOOL TO
12 ASSESS RISK THAT WILL BE A PART OF THIS PROCESS. THAT WON'T BE
13 COMPLETED UNTIL JULY OF THIS YEAR. I DO THINK THAT THIS IS ONE
14 OF OUR MOST CRITICAL COMPONENTS. AND IN THE PAST, WE HAD A
15 HIGHER PERCENTAGE OF SITUATIONS WHERE WE'VE REFERRED A CALL
16 OUT FOR AN ACTUAL WORKER TO GO INVESTIGATE IN OTHER
17 JURISDICTIONS, SO WE'RE TRYING TO SEE WHAT OTHER JURISDICTIONS
18 ARE DOING AND LEARN FROM THEM. SO I THINK THIS ENDS THE FORMAL
19 PRESENTATION. WE ARE IN THE PROCESS OF REVIEWING THE STRATEGIC
20 PLAN. WE HAVE COMPLETED A NUMBER OF THOSE ACTIVITIES THAT
21 WE'VE DISCUSSED IN THE PAST. WE'RE GOING TO BE GOING THROUGH A
22 PROCESS BEFORE TOO LONG OF LOOKING AT WHAT NEW INITIATIVES
23 MIGHT BE ADDED TO THE STRATEGIC PLAN, SUCH AS THE NEW HEALTH
24 CARE REFORM WHICH WILL BE AVAILABLE TO MANY OF OUR PARENTS.
25 THEY HAVEN'T HAD THAT OPPORTUNITY IN THE PAST, AND WE WANT TO



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1 MAKE SURE THAT THEY TAKE ADVANTAGE OF ANY SUBSTANCE ABUSE
2 AND/OR MENTAL HEALTH COUNSELING THAT MIGHT BE AVAILABLE
3 THROUGH THAT NEW OPTION. SO WE WILL BE GIVING YOU WRITTEN
4 REPORTS BACK ON THE OTHER PARTS OF THE STRATEGIC PLAN THAT ARE
5 PROBABLY LESS CRITICAL BUT CERTAINLY IMPORTANT.

6

7 **SUP. KNABE, CHAIRMAN:** ARE THERE ANY QUESTIONS AT THIS POINT?
8 MIKE?

9

10 **SUP. ANTONOVICH:** THE NEW TRAINING PROGRAM GOING TO WORK OUT
11 FOR THE EXISTING SOCIAL WORKERS WHO DIDN'T HAVE THE BENEFIT OF
12 THIS EXTENDED TRAINING AND WHO MAY HAVE RECEIVED SUBSTANDARD
13 TRAINING AS WAS THE CASE IN SOME OF THOSE PEOPLE THAT YOU
14 DISMISSED?

15

16 **PHILIP BROWNING:** SUPERVISOR, THAT'S AN EXCELLENT QUESTION AND
17 I THINK WE'RE TRYING TO BUILD IN SOME SORT OF A MINI TRAINING
18 PROGRAM FOR THOSE STAFF WHO HAVE ALREADY BEEN THROUGH A
19 REGULAR PROGRAM AND THEY MIGHT HAVE BEEN ON THE JOB FOR THREE
20 OR FOUR YEARS. SO OUR FIRST EFFORT WAS TO GET A CLASS OR A
21 PLAN FOR THE NEW WORKERS, BUT WE CERTAINLY HAVE THAT ON THE
22 DRAWING BOARD. AND MANY OF THE WORKERS THAT I'VE TALKED TO
23 HAVE SAID THEY THINK GOING THROUGH THE SIMULATION IS
24 INTERESTING AND INSIGHTFUL IF NOT ENTERTAINING. SO I THINK
25 THEY ARE WILLING AND INTERESTED IN DOING THAT. AND WE CAN COME



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1 BACK WITH A MORE FIRM SCHEDULE FOR THAT. SO I THINK OUR NEXT
2 TRAINING IS GOING TO BE CONCENTRATED ON THE SUPERVISORS. AND
3 THEN WE'RE GOING TO BE LOOKING AT THE REST OF THE STAFF. BUT
4 THAT'S CERTAINLY PART OF THE EXPECTATION.

5

6 **SUP. ANTONOVICH:** AND DOES THE REDESIGN OF THE HOTLINE CHANGE
7 THE TYPE OF INFORMATION THAT WILL BE COLLECTED? SUCH AS
8 INFORMATION FROM THE CALLER AS TO A MORE DETAILED HISTORY OF
9 THE SUSPECT ABUSER?

10

11 **PHILIP BROWNING:** WHAT IT DOES, AND ONE THING I DIDN'T MENTION
12 TODAY BUT I THINK I MENTIONED BEFORE IS THAT WE'VE ACTUALLY
13 LOOKED AT THE C.S.E.C. POPULATION, THE COMMERCIAL SEX
14 TRAFFICKING INDIVIDUALS, AND WE'VE TAILORED A SCRIPT FOR OUR
15 WORKES AND TRAINED OUR WORKERS SO THEY NOW ASK QUESTIONS AND
16 LISTEN DIFFERENTLY THAN THEY DID A FEW MONTHS AGO. SO IF YOU
17 CALL IN, WE DON'T ASK "ARE YOU A C.S.E.C. VICTIM?" THERE'S A
18 PROTOCOL WE GO THROUGH. IF WE IDENTIFY THAT YOU MIGHT BE A
19 POTENTIAL VICTIM, THEN YOU GET TRIAGED IN A MANNER THAT IS
20 DIFFERENT FROM SOME OF THE OTHERS. AND THE NEW ASSESSMENT TOOL
21 THAT YOU JUST APPROVED US TO HELP DEVELOP, WE HOPE BY THE END
22 OF JULY THAT WILL BE A TOOL THAT WILL BE ABLE TO BE USED IN
23 THIS HOTLINE OPERATION.

24



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1 **SUP. ANTONOVICH:** AND ARE YOU GOING TO BE INVOLVED IN EXPLORING
2 THE HIRING OF THE HOTLINE WORKERS PARAPROFESSIONALS?

3

4 **PHILIP BROWNING:** I DON'T KNOW THAT WE'VE HAD THAT QUESTION
5 ASKED. I THINK THAT IS SOMETHING THAT IN THE PAST WE HAVE
6 TALKED ABOUT WHETHER OR NOT WE COULD HAVE A DIFFERENT LEVEL OF
7 INDIVIDUAL RESPOND TO THAT. BUT I THINK THAT IS A GOOD POINT.
8 WE CAN CERTAINLY FOLLOW UP ON THAT.

9

10 **SUP. ANTONOVICH:** THANK YOU, MR. CHAIRMAN.

11

12 **SUP. KNABE, CHAIRMAN:** SUPERVISOR MOLINA, ANYBODY ELSE, MARK,
13 ANY QUESTIONS? OKAY. IF NOT, THANK YOU. WE HAVE SEVERAL
14 SPEAKERS THAT SIGNED UP.

15

16 **PHILIP BROWNING:** THANK YOU.

17

18 **SUP. RIDLEY-THOMAS:** MR. CHAIRMAN, AS THEY COME, I WOULD SIMPLY
19 SAY TO MR. BROWNING AND MS. DAVENPORT THAT THERE ARE A SERIES
20 OF QUESTIONS THAT WE WILL SHARE WITH YOU IN THE NEXT
21 PRESENTATION YOU'LL HAVE OPPORTUNITY TO GIVE SOME FEEDBACK ON
22 THEM. CLEARLY A LOT IS TRANSPIRING IN THE AREA OF CHILD SAFETY
23 AND DETECTION. THE DEPARTMENT IS WORKING STEADILY AT MAKING
24 ITSELF BETTER. COMMENT WITH RESPECT, MR. CHAIRMAN, ON THE BLUE
25 RIBBON COMMISSION'S PRELIMINARY REPORT MIGHT BE USEFUL FOR THE



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1 BOARD TO HEAR FROM YOU, MR. BROWNING, MS. DAVENPORT. I DON'T
2 KNOW IF YOU VIEWED IT AT THE POINT OF BEING PREPARED TO TALK
3 ABOUT SOME OF THOSE THINGS AT THIS JUNCTURE. IF NOT, PERHAPS,
4 MR. CHAIR, WE CAN HAVE A TIME THAT THE DEPARTMENT HEAD WOULD
5 FIND IT APPROPRIATE TO GIVE US AT LEAST PRELIMINARY FEEDBACK
6 AS TO THE VIEWS THE DEPARTMENT IS CURRENTLY CONTEMPLATING
7 ABOUT THAT DOCUMENT WHICH IS OBVIOUSLY IN THE PUBLIC DOMAIN.

8

9 **PHILIP BROWNING:** CERTAINLY. AND WE DID GET A COPY JUST A FEW
10 DAYS AGO. I KNOW THERE ARE A NUMBER OF THINGS THAT WE THINK
11 ARE REALLY CRITICAL SUCH AS HAVING PUBLIC HEALTH NURSES GO OUT
12 WITH WORKERS, EMERGENCY RESPONSE WORKERS IF THE CHILD IS UNDER
13 ONE YEAR OF AGE. THAT'S SOMETHING WE'VE TALKED ABOUT. IT'S A
14 RESOURCE ISSUE THAT I THINK WE CAN CERTAINLY COME BACK WITH.
15 THERE ARE A NUMBER OF THOSE KIND OF RECOMMENDATIONS I THINK
16 THAT WOULD BE CERTAINLY HELPFUL FOR US TO BE ABLE TO DISCUSS
17 MAYBE IN GREATER LENGTH.

18

19 **SUP. RIDLEY-THOMAS:** RIGHT.

20

21 **PHILIP BROWNING:** AND I'D LIKE TO BE ABLE TO COME BACK AND DO
22 THAT PRETTY QUICKLY IF THAT'S SOMETHING THE BOARD WOULD BE
23 INTERESTED IN.

24



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1 **SUP. RIDLEY-THOMAS:** MR. CHAIR, I THINK IT WOULD BE USEFUL FOR
2 US TO HEAR FEEDBACK FROM THE DEPARTMENT TO THE PRELIMINARY
3 REPORT OF THE BLUE RIBBON COMMISSION. AND TO THE EXTENT THAT
4 IT'S DEEMED APPROPRIATE, IT SHOULD BE WRITTEN RESPONSE. AND OF
5 COURSE AS THE DISCUSSION EVOLVES, THE DEPARTMENT IS FREE TO
6 ALTER ITS VIEWS, BUT I THINK WE NEED TO HEAR FROM YOU SOONER
7 RATHER THAN LATER AS TO WHAT YOUR PRELIMINARY SENSE OF THAT IS
8 AND WHAT POINT YOU ARE AT ONE WITH THE DIRECTION THAT IS
9 BEING, PROPOSED. NOW, IN DOES NOT AFFECT THE DEPARTMENT OF
10 CHILDREN AND FAMILY SERVICES EXCLUSIVELY. IT INVOLVES THE
11 SHERIFF'S DEPARTMENT, THE DISTRICT ATTORNEY'S DEPARTMENT,
12 AGAIN, THE INTENT OF THE BLUE RIBBON COMMISSION WAS TO BE
13 COMPREHENSIVE. I THINK THAT IS COMING FORWARD. SO IT MAKES IT
14 CLEAR THAT THIS IS NOT THE EXCLUSIVE DOMAIN OF D.C.F.S; IT IS
15 A CRITICAL PLAYER, IN MANY RESPECTS. BUT IN ORDER FOR THIS TO
16 WORK WELL, WORKING WELL MEANS "THE MAXIMIZATION OF PROTECTION
17 OF AND SAFETY OF CHILDREN UNDER OR CARE AND WATCH." IT MEANS,
18 THEN, THAT THESE OTHER DEPARTMENTS HAVE TO GET IN THIS WITH
19 D.C.F.S. AND MAKE THIS WORK. IT SEEMS TO ME, IF I READ THE
20 REPORT CORRECTLY, THAT IS THE THRUST OF WHAT AT LEAST
21 PRELIMINARILY IS BEING COMMUNICATED. AND IF WE CAN ACCOMPLISH
22 THAT, MR. CHAIRMAN AND COLLEAGUES, WE WILL HAVE AIDED NOT ONLY
23 THE CHILDREN, BUT WE WILL HAVE AIDED THIS PARTICULAR
24 DEPARTMENT IN BEING ABLE TO DO ITS JOB IN A MORE EXEMPLARY
25 FASHION. AND SO I WOULD CALL FOR A PRELIMINARY RESPONSE FROM



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1 THE DEPARTMENT ON THE INTERIM REPORT OF THE BLUE RIBBON
2 COMMISSION.

3

4 **PHILIP BROWNING:** OKAY. CERTAINLY.

5

6 **SUP. KNABE, CHAIRMAN:** THANK YOU, ALL RIGHT. I ASK GENEVIEVE
7 CLAVREUL TO JOIN US. DR. GENEVIEVE CLAVREUL. JOHN WALSH. ERIC
8 PREVEN AND ARNOLD SACHS. YEAH, JUST GO RIGHT AHEAD.

9

10 **ERIC PREVEN;** YES IT'S ERIC PREVEN, THE COUNTY RESIDENT FROM
11 DISTRICT 3 AND I'D LIKE TO THANK DIRECTOR BROWNING FOR WHAT
12 WAS REALLY A COMPETENT REPORT, I THOUGHT. AND I'M VERY
13 OPTIMISTIC AND EXCITED ABOUT ONE ASPECT, WHICH IS THIS
14 SIMULATION APPROACH, WHICH I WAS JUST CHATTING BRIEFLY WITH
15 REVER, THE GUY FROM PROBATION, I THINK THIS IS THE KIND OF
16 PROJECT THAT SHOULD BE ROLLED OUT BOTH IN AS I THINK
17 SUPERVISOR RIDLEY-THOMAS WAS SUGGESTING, THIS IS NOT JUST
18 D.C.F.S., THIS IS KIND OF A MULTI-PRONG APPROACH AND WE NEED
19 TO TUNE UP THE VARIOUS DEPARTMENTS THAT ARE INVOLVED AND I
20 THINK THAT THIS SIMULATION THING IS OUTSTANDING. WAY BACK WHEN
21 MY EARLY TRAINING IN MENTAL HEALTH, LAUGHS PLEASE? I CAN'T GET
22 A LAUGH ON MENTAL HEALTH, SIR? COME ON. ANYWAY.

23

24 **>>SUP. KNABE, CHAIRMAN:** YOU GOT THE LAUGH.

25



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1 **ERIC PREVEN:** THERE WE GO. WE DID THAT PATIENT SIMULATION VERY
2 EFFECTIVELY.

3

4 **SUP. RIDLEY-THOMAS:** WHERE ARE WE RESTRAINING OURSELVES, SIR.

5

6 **ERIC PREVEN:** I APPRECIATE YOUR THOUGHTFULNESS. ANYWAY ON A
7 MORE TYPICAL NOTE, I WOULD LIKE TO SAY THAT I'M CONCERNED THAT
8 ONLY FOUR OF THE COUNTY DEPARTMENTS ARE WORKING ON THIS INTERN
9 PROGRAM THAT WAS AGENDIZED TODAY BY ANTONOVICH AND MOLINA,
10 WHICH IS A GREAT IDEA. WE REALLY NEED TO BRING IN, THIS IS FOR
11 FOSTER KIDS TO HAVE AN OPPORTUNITY TO BECOME COUNTY EMPLOYEES
12 SOMEHOW. IT DOES SEEM LIKE A GOOD, SINCE WE HAVE SUCH A ROBUST
13 TEAM OVER HERE AT L.A. COUNTY TO WORK IN SOME OF THOSE PEOPLE
14 AS THEY COME OUT OF THE SYSTEM WOULD BE VERY, VERY GOOD.
15 REGARDING THE REPORT BY MR. BROWNING IN MORE DETAIL, I'M
16 ANXIOUS THAT SOME OF THE ASPECTS DIDN'T COME UP. AND I THINK
17 THE BLUE RIBBON COMMISSION'S PRELIMINARY REPORT, I KNOW THE
18 FAULT OF ANYBODY WAS SEEPED INTO THE ENVIRONMENT IN A QUIET
19 TIME. AND SO I'M HOPING, THOUGH SUPERVISOR RIDLEY-THOMAS WAS
20 USING HIS RESERVED VOICE, THAT SOMEBODY WILL MAKE THAT
21 AVAILABLE AND DO A STORY ABOUT IT SO THAT WE CAN UNDERSTAND
22 THAT WE'RE MAKING PROGRESS AND SO THAT WE CAN DOUBLE DOWN ON
23 THAT PROGRESS AND MAKE SURE THAT THIS PROBLEM IS BEING DEALT
24 WITH APPROPRIATELY. ANTONOVICH WAS IN A GOOD AREA TOO, ASKING
25 ABOUT THE FORMER WORKERS WHO WERE NOT TRAINED THIS WAY, SHOULD



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1 THEY GO BACK. AND MY FINAL COMMENT, INDULGE ME FOR 10 SECONDS,
2 IS TAKING CARE OF THE SOCIAL WORKERS, TAKING CARE OF THE
3 WORKERS IS THE MOST IMPORTANT PIECE. AND IF YOU LOOKED AT "THE
4 NEW YORK TIMES" LAST WEEK THERE IS A PIECE TALKED ABOUT THE
5 DIFFERENCE BETWEEN COSTCO AND WALMART. I WOULD URGE YOU TO
6 LOOK AT THAT, SUPERVISORS, DIRECTOR BROWNING. IT'S A GOOD AREA
7 BECAUSE YOU GET MORE OUT OF YOUR EMPLOYEES AND YOU GET A
8 BETTER JOB IF YOU TAKE CARE OF THEM SO LET'S GO FOR THAT.
9 THANK YOU.

10

11 **SUP. KNABE, CHAIRMAN:** THANK YOU. NEXT?

12

13 **DR. GENEVIEVE CLAVREUL:** GOOD MORNING, BOARD OF SUPERVISORS,
14 DR. GENEVIEVE CLAVREUL. YES, FIRST OF ALL THE REPORT WAS NOT
15 AVAILABLE UNTIL TODAY. IT WOULD BE NICE IF THE REPORT WAS
16 AVAILABLE LIKE IT'S SUPPOSED TO BE, 72 HOURS IN ADVANCE. BUT
17 LOOKING AT THE PRESENTATION, I WAS CONCERNED THAT THE EMPLOYEE
18 COULD NOT EXPLAIN TO THE PARENTS OR THE FOSTER PARENTS WHAT
19 GROSS SHOTS WERE ALL ABOUT. THAT WAS A GOOD TEACHING MOMENT.
20 AND IT WAS OBVIOUS THAT SHE DID NOT KNOW WHAT GROSS SHOTS WERE
21 ABOUT. AND TO TEACH THE PARENTS WOULD HAVE BEEN VERY
22 IMPORTANT. SO I THINK THE EDUCATOR IN THAT CASE IS QUITE
23 LACKING IN KNOWLEDGE. SO I WOULD LIKE TO SEE SOME OF YOUR
24 VIDEO. AND I WOULD BE GLAD TO GIVE YOU A CRITIQUE ON THE
25 KNOWLEDGE OF THE TEACHER. CERTAINLY AS A TRAINER IN THAT VIDEO



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1 DID KNOW HER JOB. SO I AM CONCERNED ON THE QUALITY GOING ON.
2 AND I WANT TO EXPRESS MY DISPLEASURE ABOUT MY WANTING TO SPEAK
3 TO CS-2 BECAUSE IT WAS CONTINUED. BY LAW, WHEN AN ITEM IS ON
4 THE AGENDA, THE PUBLIC HAS A RIGHT TO SPEAK TO IT NO MATTER IF
5 IT IS REMOVED OR NOT. THANK YOU.

6

7 **SUP. KNABE, CHAIRMAN:** THANK YOU.

8

9 **JOHN WALSH:** JOHN WALSH BLOGGING AT HOLLYWOODHIGHLANDS.ORG.
10 COME AND FIND OUT A LOT ABOUT SHERIFF BACA. LADIES AND
11 GENTLEMEN, AND UNDERCOVER F.B.I. AGENTS WHO HAVE JUST ARRIVED
12 FROM THE BACA NEWS CONFERENCE. STAY TUNED ON THE PUBLIC
13 COMMENT AND I'LL TELL YOU EXACTLY WHY BACA LEFT. BUT AFTERD
14 ALL, D.C.F.S., GIVE THEM A CHANCE. THEY ARE ONLY THE SECOND
15 WORST COUNTY ORGANIZATION IN THE CITY -- OR IN THE COUNTY. THE
16 WORST, OF COURSE, IS THE SHERIFF'S. AND I DON'T BLAME BACA. I
17 BLAME YOU FIVE PEOPLE FOR THE D.C.F.S. I BLAME YOU FOR BEING
18 THE SCANDAL THAT GOES ALL OVER THE WORLD WITH A SHERIFF WHO
19 WAS ABOUT TO BE INDICTED, ANOTHER ROUND OF F.B.I. INDICTMENTS,
20 DEPARTMENT OF U.S. ATTORNEY INDICTMENTS. I THINK I'M NOT GOING
21 TO TAKE THE TWO MINUTES. I DON'T NEED TWO MINUTES. EVERYBODY
22 OUT HERE REALIZES THAT YOU UP HERE SHOULD BE WEARING MASKS.
23 AND YOU SHOULD BE APOLOGIZING FOR THE WAY YOU RUN THIS COUNTY.
24 YOU'RE ALMOST AS BAD AS THE CITY. HOLLYWOODHIGHLANDS.ORG.
25 D.C.F.S., SHERIFFS ABAJO.



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1

2 **SUP. KNABE, CHAIRMAN:** THANK YOU.

3

4 **ARNOLD SACHS:** THANK YOU, SIR. GOOD MORNING, ARNOLD SACHS.

5 QUITE A REPORT; FIRST STRATEGIC PLAN I BELIEVE MR. BROWNING

6 SAID IT WAS THE FIRST STRATEGIC PLAN IN 10 YEARS. SO IN THAT

7 TIME FRAME OF 10 YEARS BETWEEN THE LAST STRATEGIC PLAN,

8 APPROXIMATELY HOW MANY CHILDREN HAVE DIED? PROVING SAFETY,

9 REDUCING CASELOAD. YOU HAD A COURT CASE. YOU LOST THE COURT

10 CASE. YOU IGNORED THE COURT CASE. THIS IS AN ITEM CONTINUED

11 FROM JUNE 25, 2013 AT THE REQUEST BY SUPERVISOR MOLINA. BUT I

12 BELIEVE IN THAT SAME TIME FRAME, SUPERVISOR ANTONOVICH

13 MENTIONED D.C.F.S. HAD THE OPPORTUNITY TO HIRE 650 NEW WORKERS

14 TWO YEARS AGO. YOU DID SAY THAT. THAT WAS PRETTY ACCURATE. AND

15 YOU AUTHORIZED THEM TO HIRE 150. SO IT WENT BACK TO THE SAME

16 500 MISSING WORKERS. NOW, MR. BROWNING MENTIONED THE HIRING

17 GOAL OF 450. NOW, IS THAT TO HIRE ADDITIONAL PERSONNEL? OR IS

18 THAT TO REPLACE PERSONNEL THAT RETIRE? BECAUSE IF YOU REPLACE

19 PERSONNEL, THAT RETIRE AND YOU ALSO ALLOCATED CERTAIN FUNDING

20 FOR 105 POSITIONS THERE, WELL THEN YOUR NET LOSS OVER FIVE

21 YEARS, YOU'RE GOING TO BE SHORTING YOURSELF AND THE STAFF. AND

22 WE NEVER HEARD ABOUT THE 872 RECOMMENDATIONS, SUPERVISOR

23 KNABE. AND SUPERVISOR YAROSLAVSKY, WE NEVER HEARD OF THAT.

24 WHERE ARE THOSE RECOMMENDATIONS IN THIS REPORT? AND HOW DO YOU

25 HAVE A STRATEGIC PLAN WITHOUT INCLUDING THOSE RECOMMENDATIONS?



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1 AND SUPERVISOR RIDLEY-THOMAS, YOU HAVE QUESTIONS TO ASK? WHY
2 DON'T YOU ASK THEM HERE? AND SUPERVISOR ANTONOVICH,
3 SUBSTANDARD TRAINING FOR SENIOR WORKERS? WHY WASN'T THAT
4 CONSIDERED WHEN ALL THESE DEATHS WERE OCCURRING? WE ARE ON A
5 ROLL HERE. ABSOLUTELY. TOP HEAVY MANAGEMENT. TOO MUCH TO GO ON
6 I LOST MY BREATH. FORWARD CHARGE.

7

8 **SUP. KNABE, CHAIRMAN:** BREATHE EASY. IT IS A RECEIVE AND FILE
9 ITEM, SO ORDERED . OKAY. SUPERVISOR MOLINA, YOU'RE UP NEXT. DO
10 YOU HAVE ANY ITEMS YOU WANT TO CALL UP OR A SPECIAL? WHY DON'T
11 YOU GO AHEAD?

12

13 **SUP. MOLINA:** I'D LIKE TO ASK THAT ALL MEMBERS JOIN ME IN
14 MEMORY OF RENOWN ACTRESS AND ARTS ADVOCATE CARMEN ZAPATA WHO
15 PASSED AWAY AT THE AGE OF 86.

16

17 **SUP. KNABE, CHAIRMAN:** OH WOW. ALL MEMBERS.

18

19 **SUP. MOLINA:** OVER THE COURSE OF HER ILLUSTRIOUS CAREER CARMEN
20 APPEARED IN NUMEROUS THEATRICAL FILM AND TELEVISION
21 PRODUCTIONS INCLUDING LONG RUNNING CHILDREN'S PROGRAM "VILLA
22 ALEGRE" AND THE DAYTIME SOAP OPERA "SANTA BARBARA." THE FILMS
23 "SISTER ACT" AND "BATMAN" AND LITERALLY HUNDREDS OF OTHER
24 MEMORABLE ROLES. CARMEN COFOUNDED THE BILINGUAL FOUNDATION OF
25 THE ARTS, A RESIDENT THEATER COMPANY DEDICATED TO SHOWCASING